



# CHAPTER II

## EXECUTIVE SUMMARY AND VISION STATEMENTS

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### EXECUTIVE SUMMARY

During the early stages of this current process, it was agreed that the goals and objectives of the 1991 Master Plan that have not been implemented are still valid and applicable today. The intent of this Master Plan is to propose strategies that will further the implementation of these previous goals and objectives as well as current ones. This section is the core of the Master Plan in that it reflects the opinions of the residents regarding the direction the Town should take for future land use development. The core principles, vision statements and action items below form the foundation for subsequent implementation actions.

### CORE PRINCIPLES

The Core Principles summarized below provide the context for guiding future development in the Town of Moultonborough. They indicate that as a community the residents feel strongly about the following:

1. The Town intends to grow in a manner that is in harmony with the natural environment and available municipal services.
2. The Town intends to minimize the impacts on its scenic beauty and rural character from all growth.
3. The Town intends to accommodate the development of commercial and light industrial uses that will be compatible with the Town's rural character.

4. Innovative land use controls will be utilized to minimize the impacts of residential development.
5. Reasonable and appropriate design standards that result in responsible development will serve to enhance the Town's character along with its property values and contribute to the desired quality of life that Moultonborough residents have come to expect.
6. Developers and individuals will continue to value and seek to develop lakefront property. Since the high cost of this housing affects overall values in Town, there should be opportunities for higher density housing that can offer moderate-cost housing alternatives.

## GUIDING DEVELOPMENT OVER THE NEXT 25 YEARS

Implementing these core principles while accommodating future growth will require a number of changes in how land is used and how development is managed and regulated. This Master Plan intends to provide guidance to identify areas for protection and/or closely-controlled development, as well as areas where growth can be accommodated with little or manageable impact on adjacent lands and neighbors. Key issues that require attention include:

- ☐ Respect for Moultonborough's historical and cultural resources, and preservation of the rural character and scenic beauty of the Town.
- ☐ The importance of protective mechanisms for the abundant natural and sensitive environmental resources in Moultonborough.
- ☐ Awareness of the potential impact on town services from seasonal population converting to year-round population.
- ☐ The need to maintain and plan for expanded necessary public facilities and services.
- ☐ The impact traffic and development along the Route 25 corridor has on Moultonborough residents' quality of life and the inherent limitations the road's carrying capacity has on future development.
- ☐ A recognition of the importance of sustainability, including the use of "green technology" in building materials, as well as innovative thinking about ways to reduce the community's carbon footprints.

# OVERALL VISION STATEMENTS

The statute that sets forth the purpose and description of a Master Plan says that every Master Plan is required to have *“a vision section that serves to direct the other sections of the plan. This section shall contain a set of statements which articulate the desires of the citizens affected by the Master Plan, not only for their locality but for the region and the whole state. It shall contain a set of guiding principles and priorities to implement that vision.”*<sup>1</sup>

The Vision Statements below are derived from conclusions of previous Master Plans, the analysis of the Work Groups and Steering Committee, Master Plan surveys, and public participation at workshops, meetings and hearings.

1. Moultonborough is replete with exemplary natural and geologic resources that should be protected and preserved for their environmental significance and for the scenic beauty they provide to the community.
2. The community is generally pleased with its historic development; therefore, it is imperative that future growth be harmonious with the Town’s existing rural character as defined by its historic, cultural, and natural resources.
3. Moultonborough will strive to provide a high quality of life to its residents and visitors, while at the same time respecting and protecting features that give the Town its unique identity.
4. The residents of Moultonborough understand the importance of economic growth that supports the health and future of the community, and they seek to accommodate that while being careful to maintain the valuable historical and environmental qualities of the Town.

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<sup>1</sup> RSA 674: 2, II (a).

# VISIONS, GOALS AND ACTION ITEMS

## POPULATION & GROWTH MANAGEMENT

**VISION:** *The Town of Moultonborough will be populated by persons of all age and income levels to provide the healthy balance that a town needs to sustain itself.*

**Goal #1:** Engage in Long-Term Monitoring and Tracking to Facilitate Planning for Demographic Shifts.

**Action Items:**

1. Develop a system for monitoring the Visiting Nurse Services, Senior Meals, Human Services expenditures, and other social services in order to better predict and be prepared for future impacts on these services.
2. Develop a system for monitoring the elderly property tax exemptions on an annual basis to better gauge potential future impacts from an increased population of retired persons.
3. The Select Board should work closely with the School Board to ensure that any reductions in the school population do not result in a lessening of the quality of education.
4. Make use of the available mapping technology to track population growth and dispersal patterns over time.

**Goal #2:** Monitor and regulate, as necessary, development within the shorelands.

**Action Items:**

1. Work closely with the Code Enforcement Officer to track residential development within the shorelands apropos the Shoreland Protection Act.
2. Set up a record-keeping system to monitor the conversion of seasonal to year-round occupancy.

## HOUSING NEEDS

**VISION:** *The Town of Moultonborough will seek strategies to ensure that safe and affordable housing is available for residents of all income levels.*

**Goal #1:** Encourage and support local efforts to provide safe and decent housing.

**Action Items:**

1. Explore the possibility of establishing a Housing Commission, whose purpose would be to recognize, promote, enhance, encourage and develop a balanced and diverse supply of housing to meet the needs of the Town's residents and those of the region.
2. Support the Establishment of a Local Community Land Trust, whose purpose is to buy land that is then used to provide housing that is considered affordable for a specific segment of the population.
3. Make Town-owned land available for Housing, thereby contributing the most expensive component of housing development.
4. Explore the idea of adopting a Workforce Housing Ordinance, set up to ensure that the housing created remains affordable in perpetuity.

**Goal #2:** Ensure that opportunity exists within the Town's regulations for the development of a mix of housing types, styles and levels of affordability.

**Action Items:**

1. Designate area(s) of town where higher densities would be appropriate.
2. Provide Incentives. Encourage developers to provide a mix of housing by including affordable units in the development in exchange for density or other bonuses.
3. Encourage Mixed-Use Development.
4. Support Innovative Design and Construction Techniques, including so-called "green" or sustainable techniques.
5. Provide incentives in the zoning ordinance for "clustered" housing and village alternative developments to increase housing densities and preserve open land.

## WATER, NATURAL & ENVIRONMENTAL RESOURCES

**VISION:** *The Town of Moultonborough will continue to preserve its critical and fragile natural resources for the health, enjoyment and education of future generations.*

**Goal #1:** Protect and maintain Drinking Water Sources.

**Action Items:**

1. Adopt Aquifer Protection Zoning.
2. Adopt Low Impact Development Zoning.
3. Spot check wells to determine aquifer water quality.
4. Adopt Best Management Practices for Ground Water Protection.
5. Adopt Drinking Water Protection Zoning.
6. Adopt a Wellhead Protection Ordinance

**Goal #2:** Protect Lakes and Streams and Surface Waters in all forms.

**Action Items:**

1. Adopt Stormwater Management Regulations.
2. Adopt Erosion and Sediment Control Regulations.
3. Adopt Low Salt Use Zones in the Town.
4. Identify failed septic systems and require replacement of such systems prior to transfer of property.
5. Explore expansion of Bay District sewer.
6. Control discharge of road sediments into streams and lakes by using detention structures adjacent to intersection of roads and streams/lakes.
7. Adopt a Prime Wetlands Protection Ordinance.
8. Monitor, and regulate where appropriate, the use of chemicals and fertilizers along the shoreland.
9. Continue to monitor the Town's Shoreland Protection ordinance, and if needed, revise it to conform to the State Comprehensive Shoreland Protection Act.

**Goal #3: Protect Wildlife Habitat.**

**Action Items:**

1. Consider protection of wildlife habitat in zoning.
2. Determine wildlife habitat impacts.
3. Identify wildlife corridors and take actions to maintain connectivity.
  - a. Conservation Easements purchased/given to Town.
  - b. Incentive Programs with conservation awards.

**Goal #4: Protect and Maintain Open Space.**

**Action Items:**

1. Adopt Village Plan Alternative Zoning.
2. Support/encourage Conservation Easements to be purchased/given to the Town.
3. Designate Scenic Roads and specific viewsheds.
4. Establish a municipal conservation fund for the preservation of open space.
5. Provide incentives to land owners, such as conservation awards for protection of open space and tax incentives for protection of open space.

**Goal #5: Maintain current infrastructure.**

**Action Items:**

1. Ensure proper installation and maintenance of culverts, ditches, retention/detention ponds.
2. Ensure there are adequate Town personnel to enforce violations of any applicable regulations.

## HISTORICAL AND CULTURAL RESOURCES, COMMUNITY CHARACTER & APPEARANCE

**VISION:** *The Town of Moultonborough will pursue appropriate and effective policies and regulatory controls to protect the Town's scenic beauty and rural character; to enhance its pleasing and desirable appearance as a small New England village; and to preserve its many significant historical, cultural, and natural resources.*

### **Overall Action Items:**

#### **1. Integrate Preservation Goals into Planning.**

Establish a Heritage Commission to make preservation part of the planning process and to promote community education regarding significant historical, cultural, and natural resources. Develop a Historical Resources Inventory and Map and promote existing preservation mechanisms for historic and agricultural buildings and sites.

#### **2. Protect and Preserve Moultonborough's Rural Character.**

Adopt regulatory planning tools to protect historical and cultural sites throughout the town. Establish a Demolition Review Ordinance; adopt Architectural Design Standards (with drawings) for commercial buildings and sites; and adopt RSA 79-E for tax incentives toward rehabilitation and adaptive re-use of historic buildings.

#### **3. Revitalize Moultonborough Village.**

Identify and adopt the best mechanisms to encourage pedestrian activity and to achieve ongoing village improvements (Main Street Program or Locally Designated Historic District). Conduct feasibility studies to create a village common or green, and assess non-linear village expansion with the construction of a loop road north of Route 25.

#### **4. Protect and Preserve Moultonborough's Scenic Beauty.**

Adopt regulatory planning tools to preserve views and promote rural landscape protection throughout the town. Adopt a Steep Slopes Ordinance; establish and promote Scenic Roads and Stone Wall protection; promote Joint Conservation/Preservation easements.

#### **5. Improve the Appearance of the Town.**

Identify and adopt effective regulatory measures to improve the Town's appearance with the objective of enhancing and preserving its desirable rural character and scenic beauty. Amend zoning of the Route 25 commercial corridor for the most appropriate uses; repeal Special Exception provisions for commercial uses in the Agricultural/Residential Zone; update the Sign Ordinance; encourage attractive development and streetscapes.

*A more detailed list of goals and action items appears in Chapter 6, beginning on Page 49.*



## PUBLIC FACILITIES, SERVICES, UTILITIES & RECREATION

**VISION:** *The Town of Moultonborough provides and maintains at an adequate level the necessary public facilities and services to serve the needs of the current and future population.*

**Overall Goal:** To balance the necessary facilities and services with the costs associated with providing them.

**Overall Action Items:**

1. Establish a formal capital improvement committee and develop a capital improvement plan for all public facility needs.
2. Establish a solid waste and recycling committee to monitor the community's solid waste needs and make recommendations for improvement.
3. Establish a standing technology needs committee to address and recommend solutions to the Town's communications and internet needs.
4. Establish a health care task force to explore the possibility of a healthcare partner and make recommendations so that the community can better meet its residents' health care needs.
5. Review and prioritize the recreation, senior needs, and transfer station expansion recommendations and establish a timeline for completion.

*A more detailed list of goals and action items (by department) appears in Chapter 7, beginning on Page 78.*

## TRANSPORTATION & REGIONAL CONCERNS

**VISION:** *Moultonborough envisions a future that relies less on automobiles and more on inter-modal forms of transportation that will, overall, reduce pressure on the regional highways and contribute toward a healthier lifestyle.*

**Goal #1:** To continue to cooperate with appropriate local, county, regional, state and private entities to further the availability of public transportation.

**Action Items:**

1. Continue to work on the Carroll County Transit System.
2. Consult with Easter Seals to explore a regional Transportation Resource and Access Coordination Program that they have developed.
3. Work with Lakes Region Planning Commission on public transportation opportunities, including research on successful models from other communities.

**Goal #2:** Enhance existing and create new pedestrian connections in and adjacent to the Village area.

**Action Items:**

1. Consolidate municipal parking area in the village.
2. Construct sidewalks on Route 25 in village, at least on the north side.
3. Construct a crosswalk at Blake Road to north side of Route 25 to connect schools to village.
4. Establish a pedestrian connection within the civic complex with a connection to commercial buildings in village.

**Goal #3:** Work with the NH DOT and the Lakes Region Planning Commission to ensure the safety and efficiency of Route 25 while allowing Route 25 to serve as Moultonborough's Main Street.

**Action Items:**

1. Develop a green space regulation to buffer commercial development and preserve rural character, with parking in the back or to the side of new buildings.
2. Continue to implement access management in conjunction with NH DOT.
3. Consider increasing minimum frontage on Route 25 outside of village to 500 feet.
4. Implement intersection improvements as identified in the LRPC 2008 NH Route 25 Corridor Study.
5. Improve pedestrian safety including village crossing, connection to trail network, and ties to housing.
6. Study the concept of the development of a village center road behind the commercial businesses on the north side of Route 25.
7. Explore the concept of village or neighborhood centers within Moultonborough with mixed use.

**Goal #4:** Maintain a local network of roads, sidewalks, and trails that meets the vehicular and non-vehicular needs of Moultonborough's residents and that does not conflict with the Town's place in the regional transportation system.

**Action Items:**

1. Implement connections or access roads between town and private roads to mitigate traffic congestion and reduce traffic on major state and local highways.
2. Reconsider the current standards that subdivision roads must meet in order to be accepted by the Town as Town roads.
3. Formalize a capital improvement plan including pavement management for town owned/maintained roads and bridges.
4. Review plowing policy on private roads and revise as appropriate to limit town expenditures and formalize any agreements on road maintenance between public/private responsibilities.
5. Develop an environmental management plan for deicing chemical use and storage. Coordinate with DOT and adjoining communities.
6. Develop appropriate zoning to accommodate the use of the airport while protecting sensitive resources and the existing adjacent land uses.
7. Designate specific town roads as scenic highways and develop regulations for their protection.
8. Establish a revolving fund to replace overhead utility lines with underground lines, with priority for scenic vista areas.

## LAND USE & ECONOMIC DEVELOPMENT

**VISION:** *The proper management of future development – residential and non-residential alike, will ensure that Moultonborough remains a well-balanced community that strives to meet the needs of all its residents, while maintaining the critical elements of its rural New England character, including its agrarian qualities, its historic architectural styles, and its dramatic scenic values.*

**Overall Goal:** Ensure that the Town land use ordinances, regulations and rules work in a consistent, deliberative and coordinated manner to further the goals of the Master Plan.

*More detailed action items can be found in the corresponding section of this chapter. Vision, Goals and Actions Items begin on Page 98.*

**Goal #1:** Provide professional expertise to assist in the efficient, well-informed and consistent performance of the Land Use Boards.

**Action Items:**

1. Hire a permanent Planning Director.
2. Continue to explore the idea of having the Town Planner work with and coordinate with surrounding towns on common Land Use issues affecting the Town and the region.

**Goal #2:** Continue refinement of existing land use ordinances, regulations and rules, and create new land use ordinances, regulations and rules in furtherance of the Master Plan.

**Action Items:**

1. Correct existing outstanding deficiencies in ordinances, regulations and rules, as identified throughout this Master Plan, in past Master Plans, and in prior professional reports reviewing our regulations.
2. Increase protection for our valuable water resources.
3. Increase protection of steep slopes, ridgelines and scenic roads.
4. Address the ordinance section that permits commercial development in Agricultural/Residential areas by Special Exception from the Zoning Board of Adjustment.
5. Annually assess progress towards the implementation of the Master Plan and each of its chapters, through land use ordinances, regulations and rules.

**Goal #3:** Ensure that new and expanded commercial development is designed to be consistent with the existing character of Moultonborough.

**Action Items:**

1. Adopt Design Standards, with specificity and illustrations, for commercial and industrial development throughout Town.
2. Reconsider and re-write the ordinances, regulations and rules governing commercial development on Route 25, including reducing commercial building setbacks from highly-traveled ways, while requiring parking to be located on the sides and behind the commercial buildings (rather than in front) and requiring sufficient trees and landscaping buffering to minimize the impact of the commercial uses and buildings that are viewable from the highly-traveled ways.
3. Reconsider and re-write the ordinances, regulations and rules governing permitted light industrial development on Route 25, requiring sufficient trees and landscaping buffering to minimize the impact of the permitted light industrial uses, buildings and parking that are viewable from the highly traveled ways.
4. Develop ordinances, regulations and rules that support/create village nodes and discourage sprawl along Route 25.
5. Limit commercial development to specific locations/zones, preferably in established commercial nodes, consider expansion of the commercial zone around such commercial nodes, and consider creating new zones for lower-impact commercial development.

**Goal #4:** Mitigate traffic impacts on roads with high traffic volumes.

**Action Items:**

1. Work with DOT on Memo of Understanding relating to access to State roads.
2. Develop Access Management Guidelines for state and town roads.
3. Create ordinances, regulations and rules requiring internal roadways connecting abutting commercial properties and the creation of common access ways for abutting subdivisions to connect with larger roadways.

**Goal #5:** Create districts of higher residential density where conditions permit, while allowing for lower density districts to preserve open space.

**Action Items:**

1. Consider adopting Innovative Land Use Controls as authorized by RSA 674:21.

2. Re-write the Cluster Provision of the Town Zoning Ordinance to create incentives for developers to build with higher density, at the discretion of the Planning Board, in order to maintain open space and protect natural resources and wildlife.
3. Through zoning and regulations, work with other town entities and the private sector to enhance the vitality and appeal of the Village Zone to increase its function as the town center.